

Factor 1: Responsibility

A STAFF/CONTRACTOR MANAGEMENT

- 1.1 Is the position responsible for the management, guidance or training of **STAFF / CONTRACTORS**?
YES/ NO

*If No, go to
Question 1.2*

Please indicate the number of staff controlled and the nature of control.

A:1-2 B:3-5 C:6-10 D:11-20 E:21-35 F:36-60 G:61-100 H:101-200 I:201-300
J:301-500

For Part-time staff, convert the number to a Full Time Equivalent (Example 1 - 4 staff with half-time work schedules equals 2 full time staff; Example 2 - 10 temporary seasonal staff with 3 month work schedules equals 2.5 full time staff.) Where staff numbers vary over the period of a year indicate the average number of staff managed over the year. Do not record responsibilities where the average number of staff is less than 1.

Strategic management Responsible for long-term strategic human resource planning. It would be unlikely that more than a few senior posts would undertake this type of role. Do not confuse with line management of staff.	<input type="text"/>
Line management There is a formal reporting line between these staff and the position. Position is responsible for discipline, performance and career development of the staff. Record the total number of staff who lie in the reporting chain below this position.	<input type="text"/>
Obtaining results through contractors Responsible for achievement of objectives/outputs through non-Personal Services (i.e. outside) contractors. Job holder would influence decision to terminate the use of some or all contractors where he/she judges work and/or performance to be below required standards/contract conditions. Only record the number of contract staff who work closely with the job holder. Overall management of an entire contract is covered in section G.	<input type="text"/>
Project management Do not include in this option staff or contractors who have already been accounted for in the line management and contractor options respectively. Responsible for the management and day to day control of staff within the framework of a project. It is highly likely that these staff will have been seconded to the project for its duration.	<input type="text"/>

<p>Formalized training</p> <p>Responsible for delivery of training courses in a formalized learning environment, such as a classroom. During the period of the training the position would have control of the staff involved. Delivering training would be a substantial part of the job, e.g. Language Instructor, IT Instructor. Exclude informal 'on the job' training activities from this option. Enter the average number of trainees for which the position has training responsibility at any one time.</p>	<input data-bbox="1344 205 1421 241" type="text"/>
<p>Work guidance / general supervision</p> <p>Do not include in this option staff who have already been accounted for in the line management or project management options above.</p> <p>Job holder has limited authority over staff, but would be responsible for tasks such as distributing work on a daily basis amongst staff, ensuring assigned work is successfully completed, providing an element of 'on the job' training, instructing staff in the correct way to undertake certain tasks. The job holder would possess some informal disciplinary authority, though this is unlikely to be more than verbal counseling of staff to improve performance and conduct. Include both employees or contractors that the job holder controls in this way. For example, Work Leader, Team Leader or senior staff member with less than full supervisory authority over staff.</p>	<input data-bbox="1344 388 1421 424" type="text"/>

B EQUIPMENT

1.2 Does the position have responsibilities in relation to **EQUIPMENT** (e.g. its use or management)?

YES/NO

If No, go to Question 1.3

Please indicate the nature of responsibility for equipment and the scale of the equipment.

All figures are approximate US dollar value.

A: Up to 1,000 B: 1K - 10K C: 10.1K - 50K D: 50.1K - 100K E: 101K - 500K

F: 501K - 1M G: 1.01M - 5M H: 5.1M - 10M I: 10.1M - 50M J: 50.1M - 100M K: 100M - 500M

If the responsibility is shared between a number of staff, divide the equipment value by this number.

Personal / Shared Use Accountable for using the equipment in the correct manner, on their own or with others.	<input type="text"/>
Repair and Maintenance Directly involved in 'hands on' repair and maintenance of the equipment, e.g. technician.	<input type="text"/>
Physical Security Responsible for ensuring the physical security of the equipment. This will include ensuring that proper measures are in place to avoid theft or malicious damage.	<input type="text"/>
Control of serviceability Directly responsible for ensuring that the equipment is properly maintained and has the authority and responsibility for arranging servicing. If something goes wrong with the equipment it will be the job holder's responsibility to ensure that it is fixed, although they would not be the person who physically repairs the equipment. Do not include jobs that simply report equipment faults.	<input type="text"/>
Safety Formal responsibility for ensuring the safe operation of the equipment. Would ensure that relevant safety measures are in place and control the use of the equipment by others in all areas of safety.	<input type="text"/>
Control of use by others Responsible for controlling the use of the equipment by others. This will involve ensuring authorized personnel have access to the equipment and that they use the equipment in the correct manner. Will be held directly responsible for maintaining proper internal controls over the equipment used by others. For example, LAN Manager (i.e. their responsibility for hardware), Fleet Manager.	<input type="text"/>
Level of operating efficiency Directly responsible for ensuring that the equipment operates to clearly defined efficiency targets. This will encompass such aspects as ensuring the efficient running of the equipment, achieving defined output targets and/or minimizing 'down time'. Will be held accountable in the event that equipment does not run well. For example, LAN Manager (i.e. hardware efficiency), Offset Press Operator, Power Plant Operator.	<input type="text"/>
Main purchase recommendation The main voice when it comes to replacement/ purchasing decisions relating to the equipment. This will be probably due to the job holder's specialist knowledge / expertise in the area (typically the job holder will have more technical expertise than the decision taker). The recommendation will involve analysis of the options and a structured argument supporting the chosen option.	<input type="text"/>
Purchase decision Has the ultimate program authority to purchase new/ replacement equipment (sometimes on the recommendation of others). Where further authorization is required this will be a formal 'rubber stamping' exercise only. It is the job holder who will be held ultimately responsible should the equipment prove unsatisfactory.	<input type="text"/>

C EXPENDABLE SUPPLIES

1.3 Does the position have responsibility for **EXPENDABLE SUPPLIES**? **YES/NO**

If No, go to Question 1.4

Expendable supplies includes, but is not limited to, general office supplies, forms, hand tools, fuels, paints, construction or building materials, etc.

Indicate the nature of the responsibility and the scale of the expendable supplies to which it applies. Express the scale as the average value of goods held at any one time. Do not use annual turnover as a measure. All amounts are approximate US dollar values.

A: Up to 1,000

B: >1,000 – 10K

C: >10K – 100K

D: >100K – 1M

E: >1M – 5M

F: >5M – 10M

G: >10M – 25M

H: >25M –

50M

<p>Responsible for own issues / receipts</p> <p>Accounts for what he/she issues and/or receives. This will include the handling and recording of these transactions. Would be held responsible for personal mistakes in relation to these activities.</p>	<input type="text"/>
<p>Responsible for issues / receipts by others</p> <p>Responsible for the correct issue and/or receipt of stock issued by others. Would be held responsible for any discrepancies / errors caused by these staff.</p>	<input type="text"/>
<p>Maintains supply levels</p> <p>Ensures that expendable supplies are monitored against demand / re-order levels, that requisitions are raised under specified procedures and that goods are received in stock on time. Would be held responsible should insufficient supplies be available during times of normal consumption.</p>	<input type="text"/>
<p>Decides supply levels</p> <p>Specifies the level of supplies to be held and has the authority to change this level to satisfy demand. Minimum as well as maximum levels would be defined. Will involve judgement of future needs and the possibility of recalculating supply levels.</p>	<input type="text"/>
<p>Responsible for procurement management</p> <p>Responsible for managing part or all of the organization's procurement process. This would likely involve selecting preferred suppliers, negotiating pricing structures and contributing to the development of internal procurement procedures that must be followed by others. Responsibility may be subject to sign off formalities by senior staff.</p>	<input type="text"/>

D BUILDINGS/LAND

1.4 Is the position responsible for **BUILDINGS / LAND**?

YES/NO

If No, go to Question 1.5

Indicate the nature of responsibility and the scale of buildings / land involved:

<p>Security / Safety</p> <p>Select the type of responsibility (1-4)</p> <ol style="list-style-type: none"> 1. Provides a direct physical security service involving activities such as patrolling/ guarding /controlling access to specified areas. 2. Responsible for the physical security of the establishment through the control and supervision of physical security staff (e.g. guards). 3. Responsible for identifying whether buildings are physically secure and have all necessary security measures in place. This will involve activities such as security surveying, making security assessments and providing detailed recommendations to those who have overall responsibility. 4. Overall responsibility for the security of the buildings involved. This will include all aspects of security risk management as well as day to day physical security matters. Include in this option positions which have effective responsibility delegated by appropriate managerial staff. 	<input type="text"/>
<p>Facilities Maintenance / Management</p> <p>Select the type of responsibility (1-6)</p> <ol style="list-style-type: none"> 1. Carries out straightforward repair and maintenance of the building/land, e.g. manually digging the foundations of a small structure. Responsible solely for the quality of their personal work, under the guidance of more skilled positions. 2. Involved in semi-skilled manual repair and maintenance of the building/land. Responsible for the quality of their personal work and possibly for the work of any assistants who are working directly for them on the job involved. 3. Responsible for the repair and maintenance relating to a specific discipline (e.g. electrical, plumbing etc). This may be achieved through the day to day coordination and supervision of skilled and manual labour. Job holder will be held responsible for the overall quality and efficiency of the work. 4. Responsible for the planning, design and coordination of work relating to small scale refurbishment or small scale construction. For example, building a small security wall, upgrading a kitchen, etc. Job holder will ensure that all building regulations and standards are adhered to and all work is done to the required specification and quality standards. 5. Responsible for the planning, design and coordination of work relating to large scale refurbishment / new building projects. Job holder will ensure that all building regulations and standards are adhered to and all work is done to the required specification and quality standards. 6. Overall responsibility for the overall fabric of a significant building or group of buildings (i.e. exclude small, non-permanent structures). This will include overall responsibility for the maintenance of the asset and is likely to include the management of other related ancillary duties. Include in this option positions who have effective responsibility delegated by appropriate managerial staff. 	<input type="text"/>

<p>Buy / Lease / Sell Decision</p> <p>Select the type of responsibility (1-2)</p> <ol style="list-style-type: none"> 1. Involved in the identification and surveying of potential properties for use by appropriate managerial staff. This will involve suitability for purpose, value assessments and basic security considerations. Job holder would typically produce reports and recommendations relating to the suitability of potential properties. 2. Provides critical input on decisions relating to the purchase / leasing / sale of properties. This will be due to their extensive specialist knowledge (typically they will have more expertise in their speciality than the decision taker). Input will involve detailed analysis of options and a structured argument supporting the recommended option(s). Job holder would be held responsible for any poor decisions relating to their area of speciality. 	<div data-bbox="1346 237 1421 273"></div>
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E FINANCE

1.5 Is the position responsible for **FINANCIAL MATTERS**? YES/NO

If No, go to Question 1.8

1.6 Does the position have any responsibility relating to **OPERATING EXPENSES**? YES/NO

If No, go to Question 1.7

Indicate the nature of responsibility and the scale of the finances involved. All amounts are approximate US dollar values.

A: 100-1,000 B: >1K-5K C: >5K-10K D: >10K-25K E: >25K-50K
 F: >50K-100K G: >100K-250K H: >250K-500K I: >500K-1M J: >1M-5M
 K: >5M-10M L: >10M-25M M: >25M – 50M N: >50M - 100M O: >100M

Sets / Allocates Budgets of Others Determines the size and nature of budgets to be allocated to others and has the authority to assign these budgets to these people. Indicate the total annual budgetary amount involved.	<input type="text"/>
Financial Management Directly responsible for the management of the organisation's finance's or budget/s – will be involved in budget formulation (preparations, justification, etc), the preparation of the financial accounts, expenditure analysis, forecasting and control, and/or obtaining value for money. Indicate the total annual budgetary amount that the job holder deals with (i.e. pro-rate the amount if the responsibility is shared with others). Include positions who have effective responsibility delegated by appropriate managerial staff and whose work may be subject to additional sign off procedures.	<input type="text"/>
Financial Operations The funds or expenses will not be job holder's own funding or budget. This will be an administrative responsibility and includes any of the following: review of payment documents (e.g. invoices or vouchers); ensures payment documentation meets standards for further authorisation; monitors expenditure against targets or budget; verifies availability of funds; informs budget holders or account holders of status (i.e. actual spending against target/budget and potential problem areas); review of financial documents for completeness and adherence to rules/guidance. Indicate the total annual budgetary amount that the job holder deals with (i.e. pro-rate the amount if the responsibility is shared with others).	<input type="text"/>
Financial Audit Formal responsible for auditing the adherence of others to financial policy and procedures. Typically, this would cover the review, monitoring or oversight of the management of the budgets or accounts, and ensuring that funds are spent in accordance with the authorized intent. Indicate the total monetary amount of budgets that the job holder deals with (i.e. pro-rate the amount if the responsibility is shared with others).	<input type="text"/>
Revenue Generation Directly responsible for generating revenue to cover specific operational costs and expenses. Examples: working capital funds generation; producing revenue for agency or organization sponsored activities and events such as trade shows, etc.) Indicate the realistic annual target. Job holder will be judged against their success or otherwise at meeting this target (i.e. it will not simply be a by-product of their normal activities).	<input type="text"/>
Certify payments within defined limits Position has the formal and delegated authority from the organization's headquarters authority to make payments or disbursements within individual and overall limits. The funds certified will not be the job holder's own funds. Indicate the annual payments made or signed off.	<input type="text"/>
Handling Cash Responsible for the issue / receipt / safekeeping of cash either personally or through others. Indicate the average amount of cash held at any one time. Where responsibility is shared, divide the amount between the number of staff. This option includes official credit card usage (specify the credit limit).	<input type="text"/>

- 1.7 Does the position have any responsibility relating to **NON-OPERATING EXPENDITURES?**
YES/NO
If No, go to Question 1.8

Indicate the nature of responsibility and the scale of the finances involved. All amounts are approximate US dollar values.

A: 10K-100K B: >100K-1M C: >1M-10M D: >10M-50M
E: >50M-100M F: >100M+

Initiator/Instigator Plays a critical role (due to their experience and depth of expertise) in the determination of the size and nature of budgets to be allocated. Will be involved in budget formulation and negotiation with external parties for matching funds. Indicate the total annual budgetary amount involved.	<input type="text"/>
Budget Management Directly responsible for the management and oversight of a budget (or budgets) – will be involved in budget formulation, review of expenditure, obtaining value for money, etc. Indicate the total annual budgetary amount involved. Include positions who have effective responsibility delegated by appropriate managerial staff and whose work may be subject to additional sign off procedures.	<input type="text"/>
Financial Operations <u>The budget will not be job holder's own budget.</u> This will be an administrative responsibility. Monitors expenditure against budget, informing budget holders of status, actual spend against target and identifying potential problem areas. Indicate the total annual budgetary amount involved.	<input type="text"/>
Financial Audit Responsible for auditing the adherence of others to financial policy and procedures. Indicate the total monetary amount of budgets involved.	<input type="text"/>

F INFORMATION

- 1.8 Is the position responsible for the management, control, security or upkeep of an **INFORMATION RESOURCE or CONTROLLABLE INFORMATION** used by others? **YES/ NO**

If No, go to Question 1.9

Exclude control, security and upkeep of supplies, money or equipment. These are covered in other questions.

Definitions:

Information Resource – Includes, but is not limited to, the following: a library of documents, a collection of publications and other media (CD-ROM, periodicals, audio tapes, video tapes, DVDs); files and database/s (such as for correspondence, subject matter material, commercial, contract or security data, medical records, financial records, activity reports, etc.)

Controllable Information – Where there are defined procedures for inventory or control of the information item/asset, because the information item has a high street value, or its loss could compromise safety and/or security. The job holder is accountable for the item/asset. Examples: blank passports, visa counterfoils, PKI cards, building access cards, passwords, PC “smart cards”, etc.

Please indicate the nature of responsibility and type of resource to which it relates.

1. Moderate resource (e.g. small library; database with several hundreds of records; or up to a hundred controllable items)
2. Significant resource (e.g. large library; database with several thousands of records; information that must be safeguarded, such as medical or sensitive personnel data; more than a hundred controllable items; or assets with strict controls and a very high level of accountability, such as visa counterfoils or PKI cards)

Upkeep of Resource Responsible for entering new data or modifying/amending data within the information resource. Would be held responsible for errors relating to their actions only.	<input type="checkbox"/>
Access / Security Responsible and accountable for ensuring access to the information resource or the controllable items/assets is restricted to authorized personnel.	<input type="checkbox"/>
Management of Information Resource or Controllable Items/Assets Overall responsibility for the correctness and completeness of the resource. Regarding information, this would involve ensuring that it is up to date, that new sources are actively sought, etc. Would also be likely to have responsibility for the security and safety of the resource or asset entrusted to the organisation.	<input type="checkbox"/>

G CONTRACTED OUT GOODS AND/OR SERVICES

1.8 Is the position responsible for **CONTRACTED OUT GOODS AND SERVICES**?

YES/NO

If No, go to Question 1.10

Note:

1. Contracted out means the same as outsourced.
2. Include no-cost or user-fee based contracts.

Indicate the nature of responsibility and the scale of the finances involved (in US dollars).

A: 100-1,000	B: >1K-5K	C: >5K-10K	D: >10K-25K	E: >25K-50K
F: >50K-100K	G: >100K-250K	H: >250K-500K	I: >500K-1M	J: >1M-5M
K: >5M-10M	L: >10M-25M	M: >25M - 50M	N: >50M - 100M	O: >100M

[OPTIONS BELOW TO BE LISTED IN REVERSE ORDER]

Contract Support / Purchasing or Procurement Operations This will be an administrative responsibility and position does not have responsibility as the contract negotiator or holder. Examples: conducting market research or analysis on pricing or sources for procurement; processing procurement requests initiated by others; preparing, processing or supervising operations which respond to requests for goods or services; analyzing performance and expenditure against contract/s, informing contract negotiator, holder and/or end-user of performance/expenditure against targets/norms and alerting them if there are any potential problem areas.	<input type="text"/>
Contract End-User Defines the organization requirements and then makes the best operational and financial use of the contracted out goods or services. Defining the organizational requirements will involve drafting the content of a Statement of Works, Terms or Reference, or content of Procurement or Purchase Order. Making best use of the goods or services will involve (within contracting regulations) coordinating actions, contractor services or deliverables, and/or issuing instructions. A COTR role or Contract Manager role would be included here.	<input type="text"/>
Contract Negotiator / Contract Holder / Contracting Official Directly responsible for designing contracts and negotiating/renegotiating contract terms, prices, service levels, etc, based on organizational requirements.	<input type="text"/>

H FREEDOM TO ACT

1.10 Does the position have the freedom to act / take decisions in any of the following areas?

YES/NO

If No, go to Question 1.11

Indicate all areas that apply.

Discretion over own work area and the work of others	
Adjust the order in which they perform their daily work Discretion over the order in which to carry out the daily work that has been issued to him/her.	<input type="checkbox"/>
Plan and organize their work over a period of days Is given a block of work to perform over a number of days. The order in which they perform the component tasks will be primarily down to the job holder and there will be a sizeable difference in output between a poor and good organizer independent of work rate.	<input type="checkbox"/>
Amends existing practices Authority to amend, without approval, existing practices and procedures for their particular work area.	<input type="checkbox"/>
Plans the work of others Has to plan and prioritise the work of others (i.e. not subordinates), where the distribution of that work and/or the work sequence are not dictated by the structure of the work. The job holder must evaluate many alternatives in order to produce the most efficient work plan. There will be a sizeable difference between a poor and a good planner. E.g. dispatcher arranging the most effective routes for vehicles; a position (other than foreman) with responsibility for prioritising the work of maintenance workers for 'make ready' projects.	<input type="checkbox"/>
Liaison with external organizations The main point of contact with an organization(s) external to the US Government, as it relates to their area of work. Liaison role will include such activities as coordinating joint activities and influencing the use of the external organization's resources. Job holder will have considerable freedom within defined parameters as to the best way to maintain and enhance the relationship.	<input type="checkbox"/>
Ability to veto actions of others The guardian of technical matters (e.g. safety, security, medical). On such matters, people over whom the position has no line authority must not act against the position's instructions or, at worst, must accept that there will be very serious repercussions from doing so.	<input type="checkbox"/>
Discretion to resolve problems / situations encountered	
Limited autonomy in resolving problems/situations encountered In the main, the position usually has the authority to resolve the normal problems/situations encountered in the job but must seek the assistance of others for anything out of the ordinary.	<input type="checkbox"/>
Resolves problems/situations encountered without assistance Has the authority (due to possessing sufficient experience) to resolve the vast majority of problems/situations encountered referring only those which are especially difficult or unusual.	<input type="checkbox"/>
Resolves harder problems/situations referred by other staff Has the authority to resolve the unusual and difficult problems/situations referred by others. At this level these types of problems will form a significant part of the total dealt with by the job holder. The job holder would have a fair degree of discretion in how they resolve the problems encountered.	<input type="checkbox"/>

Project Control (Project definition: non-routine or special projects, not tasks/assignments in connection with routine work)	
<p>Controls minor projects</p> <p>Controls projects that are either short term (no more than a few months) and/or involve limited resources (a small number of staff involved). Projects will routinely demand planning, work prioritization and the resolution of project problems against a background of work schedules and deadlines. Projects will be well-defined (objectives, activities, outputs) and should be distinguished from the assignment of a particular task.</p>	<input type="checkbox"/>
<p>Controls major projects</p> <p>Controls projects which are long term (more than a few months) and involve the application of major resources (typically a large amount of staff / finance / assets involved). Projects will routinely demand planning, work prioritization and the resolution of project problems against a demanding background of work schedules and deadlines.</p>	<input type="checkbox"/>

1.11 Does the position take any of the following major operational decisions?

YES/NO

If No, go to Question 1.12

Indicate areas which apply. This question does not include giving advice and/ or recommendations. Please refer to section I for advice and recommendations.

Positions with the following responsibilities will not be very common. Be prepared to fully explain responses to this question with narrative.

Major Operational Decisions	
<p>Determines significant changes to operations</p> <p>The job holder is required to actively identify significant changes to how the agency / section / post (or key parts of it) operates within the country or region. This will be a formal requirement and outputs would be in the form of well structured written documents. Should authority be required to give the go ahead, it will usually be a 'rubber stamping' exercise.</p>	<input type="checkbox"/>
<p>Implements significant changes to operations</p> <p>Responsible for the implementation of substantial changes to how the agency/section/ post (or key parts of it) operates within the country or region. For example, managing the implementation of substantial policy changes determined at headquarters. This will involve planning and day-to-day management of the implementation process, overcoming difficulties and adapting the approach as the situation demands. Both the people and systems dimensions will need to be addressed.</p>	<input type="checkbox"/>
<p>Decides on limited changes to organization policy / strategy</p> <p>The job holder is required to identify ways in which existing policies in his/her area of responsibility can be tuned or adapted to better suit the needs of the agency / section / post within the country or region.</p>	<input type="checkbox"/>
<p>Decides on fundamental changes to organization policy / strategy</p> <p>The job holder is required to identify the need for new and radically different core agency / section / post policies within the country or region and formulates detailed proposals to meet such needs. Often the job holder would be required to produce forceful arguments for the need to change and win over powerful dissenters.</p>	<input type="checkbox"/>

I ADVICE / RECOMMENDATIONS

1.12 Is the position required to provide advice / recommendations? YES/NO

If No, go to Question 1.13

Indicate the area(s) in which advice / recommendations are given and the level of the advice. Consider advice and recommendations that the job holder must provide to subordinates, management and/ or clients / customers.

Provision of advice requires an appraisal of the situation, an evaluation of the alternatives and a recommendation of the appropriate solution(s). It is NOT providing a standard response to a particular situation.

Please indicate:

B – Basic. Straightforward procedural advice.

S – Standard. More detailed procedural advice from qualified personnel.

A – Advanced. Specialist procedural advice from more experienced personnel ('second level of advice') and/or the area covered by advice would be quite broad.

E – Highly specialized procedural advice from an expert within the organization. It would be rare to find more than a few sources within the organization at this level, where organization is the section/agency/host in a country or region. Expert would either be highly qualified or have a lengthy amount of experience. 'Decisions of significant importance would be based on the advice given' and their expertise would be sought by those outside the organization as well as within.

U – Ultimate authority on subject. The job holder is required to be a national or international expert (i.e. recognised as such outside of USG) on the subject.

Procedural Advice relating to the internal procedures, standards and methodologies of the organization.	<input type="checkbox"/>	Marketing / Public Relations Relates to areas such as market analysis, advertising and public relations.	<input type="checkbox"/>
Security Advice on operational or procedural security. Includes advice on handling or safeguarding controlled information or items, and advising potential issues with security implications (such as watch or 'lookout' information).	<input type="checkbox"/>	Medical Relates to qualified medical advice from a professional in the field.	<input type="checkbox"/>
Technical Advice related to crafts (electrical, plumbing, etc) and technician roles (e.g. IT infrastructure, telecommunications etc).	<input type="checkbox"/>	Legal Relates to legal opinion, legislation, legal procedures, statutory or major regulatory matters (i.e. government regulations having the effect of law).	<input type="checkbox"/>
Human Resources / Personnel Relates to operational personnel advice.	<input type="checkbox"/>	Other Functional Specialty Advice relating to specialty based on a significant body of learning (e.g. Scientific, Engineering, Architecture, Economics etc). Job holder would tend to be educated to degree level or have equivalent experience.	<input type="checkbox"/>

<p>Financial</p> <p>Relates to accounting, financial procedures and instruments, etc.</p>	<input data-bbox="808 233 883 275" type="checkbox"/>	<p>Organization Policy / Strategy</p> <p>Relates to the overall policies and strategy of the organization.</p>	<input data-bbox="1346 233 1421 275" type="checkbox"/>
		<p>Government / International Bodies Policy/ Strategy</p> <p>Relates to the policies and strategy of the host government / international body concerned.</p>	<input data-bbox="1346 350 1421 392" type="checkbox"/>

J IMPACT

- 1.13 Indicate the level of impact the job has on the internal organization, including internal clients or customers within the organisation.

Consider the level of the position within the organization and its ability to influence the way the organization operates (exclude malicious acts).

Internal	<input type="text"/>
1. Limited impact The job holder's actions would have most impact on their own work or that of their immediate colleagues within the organization, and/or their actions would have a limited impact on their clients/customers.	<input type="text"/>
2. Moderate impact Would have a major impact on their work group (e.g. they may be the leader of the group) and/or a moderate impact on the internal clients or customers of their functional area / agency / section within the post.	<input type="text"/>
3. Major impact Would have a major impact on the functional area / agency / section within which they operate and/or a major impact on their internal clients or customers. Job holder is likely to be in a position of significant responsibility and impacts the area specified as a result of the decisions / recommendations they make and the resources they control.	<input type="text"/>
4. Extensive Would have a definitive impact on the functional area / agency / section in which they operate at a country wide level, and the impact is likely to spread beyond their own area / agency / section and affect the operations of related activities. And/or would have a definitive impact on the entire internal client base within the country.	<input type="text"/>
5. Very extensive Would have a significant impact on the functional area / agency / section in which they operate at a regional / worldwide level, and/or an equivalent impact on internal client/customer relations within the region or globally. Job holder will have responsibility and influence whereby they have significant impact on the way their own agency / section operates at an international level.	<input type="text"/>

1.14 Indicate the level of impact the job has on the organization's external relations, including external client/customer relations.

Consider the level of the role, its ability to shape the organization's dealings with the outside world and the proportion of external contacts it can affect.

External 1. None No <u>direct</u> impact on the organization's <u>external</u> image, client base, suppliers or others.	<input type="text"/>
2. Limited impact Limited impact on external clients/customers or other external individuals / organizations. Contact would be of a routine nature.	<input type="text"/>
3. Moderate impact Through the nature of contact and authority entrusted to them by the organization, the job holder would have a moderate impact on particular external clients/customers and/or other external individuals / organizations. Contact would be usually on a one-to-one basis and cover a small proportion of the organization's external contacts.	<input type="text"/>
4. Major impact – particular groups Would be able to take decisions / actions that would have a major impact on particular external clients / customers / groups of individuals / organizations of the agency / section / post's activities (e.g. a particular sector). While important, the nature of the contact and groups concerned would mean that impact at a country-wide level (for good or bad) would not be extensive.	<input type="text"/>
5. Major impact – key external groups / clients Job holder is given significant authority to deal with key external contacts (clients / customers / groups of individuals / organizations) of the agency / section / post. Contacts would be high level within the organizations concerned and mishandling of this relationship could result in severe and lasting repercussions to the activities of the agency / section / post within the country / region concerned.	<input type="text"/>
6. Definitive Impact On US External Image / Operations Would have a definitive impact on the way the organization relates to and is perceived by all its external contacts. Contacts would likely include top government officials. Mismanagement at this level could result in extremely damaging long lasting political and operational outcomes for the agency concerned or general US activities in the country / region affected. Positive impact would result in extremely beneficial results for the agency / US relations in the country concerned.	<input type="text"/>

Factor 2 - Knowledge

A KNOWLEDGE AREAS

2.1 Please indicate below the area and depth of knowledge required by the job holder:

B - Basic

S - Standard

A - Advanced

E - Expert

The Organization

The **internal workings and structure** of the organization. (What does the job holder need to understand about the work unit/section/agency/post in order to perform the work at a satisfactory level? Consider the requirement to understand internal procedures, agency and USG regulations, policy, purpose of organization and its staff)

Basic - Knowledge is restricted in the main to a rudimentary understanding of the work practices and organization as they apply to the job holder's specific area of work, e.g. team or agency within post if this is a small group. Additionally, the job holder may be required to have a knowledge of the post and the location of various personnel.

Standard - An in-depth knowledge of all the various functions and activities within the job holder's area of work. As a result of this, knowledge may be required to give advice and/or be able to handle some non-standard situations/problems.

Advanced - A detailed understanding of the workings of the job holder's own agency/section and others within the post or within the agency/section beyond their country. As a result of this knowledge, the job holder may be expected to give detailed advice and/or be involved in decisions relating to how these areas operate.

Expert - Job holder must have a highly detailed knowledge of the strategic plans for their agency/section beyond their country or for the entire post. As a result of this knowledge, the job holder will be involved in key strategic decisions.

Operational Environment

The **external environment (political, legal, markets, etc)** in which the organization operates. (What does the job holder need to understand about the local and national culture, practices, rules, environment, elected or non-elected officials, business environment, laws, etc. Consider the level required in order to perform the job duties at a satisfactory level)

Basic - A general level of understanding of the country. The job holder may be required to apply this knowledge due to having direct contact with external clients or counterparts in other organizations.

Standard - A good understanding of the operational environment as it relates to their area of activity. Job holder will tend to be involved in decisions relating to their particular area of activity which will require them to apply their knowledge of the operational environment.

Advanced - A detailed and broad knowledge of the political situation, legal and regulatory frameworks, and/or sectors/industries relevant to their area of activity. Typically, the job holder will use this knowledge to make key decisions relating to their agency/section/post or provide high level advice to others in this regard.

Expert - 'Key player' (or 'guru') on a national or international basis within the area concerned and at the leading edge of thought/developments in their field. As such, the job holder is likely to represent the organization – or provide expert advice to the representative – on national or international bodies (e.g. government advisory bodies, industry confederations, standards/policy committees, etc).

Specialist Knowledge



A body of knowledge independent of the organization and its environment.

Specialist knowledge is a distinct body of knowledge or skill that can be applied in any organization or country – i.e. it is not necessary to have many years of knowledge of a particular organization or country in order to ‘hit the ground running’. This specialist knowledge does not necessarily have to be acquired within the USG environment. For example, IT, Accounting, Legal, Scientific, Medical, etc. Also, specialist Economic or Political knowledge, other than knowledge of local/ national political or economic environment which is covered in the question above.

Basic - Possesses some rudimentary skills/techniques/knowledge in a specialist area. Typically could be held by an unqualified person within a specialist discipline.

Standard - Has a good understanding of a range of techniques/processes relating to a particular speciality. Is likely to have received extensive training in their specialist area or has built up this knowledge through a considerable amount of work experience. May be able to provide some basic advice to ‘non specialists’. For example, this response may be appropriate for a role with para-legal responsibilities.

Advanced - Has a detailed knowledge of a broad range of techniques/processes relating to a particular specialist area/s. Will be influential within their agency/section beyond their country or for the entire post on matters relating to this speciality and will likely provide detailed advice to ‘non specialists’ and other specialists. Typically, the job holder will be a member of a professional body. For example, if the role requires the job holder to be a member of the bar, the response would be at least at this level.

Expert - Will have a range and depth of knowledge gathered over many years and is likely to be a senior member of a professional body. Would probably be seen as a recognized source of advice and influence within the wider community relating to this speciality.

B EDUCATION

2.2 Is academic education essential before being considered for the job?

YES/NO

If No, go to Question 2.3

Indicate the minimum education required:

Primary schooling Basic schooling involving the full-time attendance at an educational establishment for at least 5 years.	<input type="checkbox"/>
Secondary schooling Full-time attendance at an educational establishment to the age of 16-18 to a satisfactory level. In the U.S., this would include graduating high school.	<input type="checkbox"/>
College or university studies At least two years of full time post secondary study (or the equivalent hours spread across a part time study period) at college or university. For example, two years secretarial college, vocational college, commercial college, junior college or other equivalent post secondary schooling.	<input type="checkbox"/>
University degree Degree obtained after at least 3 years' full-time study (or the equivalent hours spread across a part-time study period).	<input type="checkbox"/>
Masters or equivalent Masters obtained post degree and requiring at least 1 year of full-time study (or the equivalent hours spread across a part-time study period) or equivalent post-degree qualification.	<input type="checkbox"/>
Doctorate or equivalent Doctorate obtained post degree and requiring at least 2 – 3 years of full-time study. A full professorship would be included here.	<input type="checkbox"/>

C OCCUPATIONAL TRAINING AND MEMBERSHIP

- 2.3 Is any occupation specific training and/or membership of a professional body essential before being considered for the job? **YES/NO**
If No, go to Question 2.4

NOTES: Exclude academic education, which is covered in the previous question. Include the training required for the position, not necessarily the training undertaken by the job holder. Consider all training mechanisms (e.g. classroom based, correspondence courses, online training, distance learning, etc).

Examples of occupational training include: safe driving courses for drivers, IT training, specialized nursing courses, courses conducted by an agency in a subject matter area (e.g. Financial Procedures, Property Management, Security, Project Management, etc.), training in applying regulations or implementing rules and procedures.

Indicate occupation specific training and/or membership of professional body required:

Basic Occupational Certificate of proficiency gained through short term full-time courses (week or more) or part-time study over a period of months. Training should be structured and occupy a minimum of 20 hours to be categorized here. Would involve passing a test or standard, NOT just attending the course.	<input type="checkbox"/>
Standard Occupational Qualification gained through full-time study (several months) or a mixture of part-time study and 'on the job' training (typically a year). Would involve an assessment as to whether the job holder attains the correct standard.	<input type="checkbox"/>
Advanced Occupational A fully structured training program of typically at least 3 years' duration. Involves a substantial amount of off-the-job classroom based training. In addition, there will be structured on-the-job training involving regular formal progress and performance reports. Typically, an apprenticeship would be included here.	<input type="checkbox"/>
Limited Professional Certification with a professional body. This will require rigorous formal examination, and study would typically take at least a year before examination. For example, certification as a systems engineer. In some instances, this may be the first tier examination leaving the job holder 'part qualified', with subsequent years of study and exams being required before they become 'fully qualified'. Alternatively, entry may require the entrant to have a degree (or equivalent) and have worked for many years at a senior level in the appropriate discipline.	<input type="checkbox"/>
Specialist Occupational A fully structured training program of typically at least one (full time) to three (part time) years' duration. Would be taken by staff already trained to advanced occupational level or with an advanced education. By taking this course, staff would become highly skilled specialists in a particular area. Involves a substantial amount of off-the-job classroom based training. In addition, there will be structured on-the- job training involving regular formal progress and performance reports. For example, specialist nursing training.	<input type="checkbox"/>
Full Professional Full membership of a major professional body. Entrance will be through a series of rigorous formal exams covering a period of years and will require at least two to three years of relevant experience. For example, chartered accountant, certified public accountant (US) or equivalent; professional credentials certified by an examining board, such as for engineering and medical or veterinary fields.	<input type="checkbox"/>

D EXPERIENCE

2.4 Is prior experience essential before being considered for the job?

YES/NO

If No, go to Question 2.6

Indicate the type of and length of experience required.

- | | | | |
|-------------------|-------------------|------------------|-----------------|
| A. Up to 6 months | B. 6 to 12 months | C. 1 to 2 years | D. 2 to 3 years |
| E. 3 to 5 years | F. 5 to 7 years | G. 7 to 10 years | H. >10 years |

NOTES:

- Where the job holder is required to have previously worked in several jobs within a category, enter the cumulative time in that category.
- If experience is an alternative to education or occupation specific training/ membership, then record one or the other but not both as this will lead to double counting. In such a case, only record the additional experience required.
- If the minimum experience is on the boundary of two options, choose the higher.

General work experience Job holder will have prior work experience, though the nature of the work is less important than the fact that they will have gained some knowledge of the 'world of work' and perhaps basic team working and customer service skills.	<input type="text"/>
Manual Prior experience is required in fairly straightforward roles, where the emphasis is on the provision of a manual service often including some office-based activities. For example, mover, laborer, cleaner.	<input type="text"/>
Semi-skilled Manual Prior experience gained in semi-skilled manual activities. For example, trades helper, gardener, driver, apprentice level trades and crafts.	<input type="text"/>
Skilled Manual Prior experience gained at a level that would involve the practical application of all or most skills taught through a formal apprenticeship or equivalent advanced occupation level training. Will have experienced most of the work situations and problems commonly encountered. May have also learned how to guide, direct and control less well qualified staff. For example, full journeyman; skilled electrician, plumber, carpenter, mechanic, welder, etc; credentials from a recognized trade union as fully skilled in a trades area.	<input type="text"/>
Technician Prior experience is essential in manual skills areas above and beyond crafts, e.g. laboratory technician. For example, radio antenna technician, audio-visual technician, X-ray technician, telecommunications technician, etc.	<input type="text"/>
Administrative / Government Services / Para-professional Experience in customer service, either internal or external, to provide information or resolve problems. Greater levels of experience recorded here may reflect the need for the job holder to have acquired experience in handling the more complicated tasks and handling unusual / difficult situations. It may also reflect that they have learned how to guide, direct and control less well qualified staff or work for more senior staff in the organization.	<input type="text"/>

Specialist field Experience gained in a recognized field, independent of the organization, which requires a high level of specialist knowledge that isn't covered in other categories. This may include experience gained in high level administration roles. For example, finance or accounting; research; journalism; social sciences, business management, professional translation or interpreting; marketing; economics; political science, investigative law enforcement; criminal justice; computer science, etc.	<input type="checkbox"/>
Security / Protective Services Experience would be gained as a qualified security professional. For example, security guard, internal investigations, bodyguard, etc.	<input type="checkbox"/>
Nursing, Healthcare and Therapy Experience gained on top of a formal qualification relating to nursing or professions allied to medicine. Do not select this option if the job requires experience in these areas but without a formal qualification.	<input type="checkbox"/>
Teaching Experience gained on top of a formal qualification for teaching.	<input type="checkbox"/>
Scientific Experience gained on top of a formal qualification in a relevant research or scientific environment. For example, medical research specialist, bio-statistician, epidemiologist, environment specialist, minerologist, botanist, zoologist.	<input type="checkbox"/>
Medical Experience gained on top of a formal qualification in medicine. The job holder would be a doctor, dental surgeon or equivalent.	<input type="checkbox"/>
Other Professional Experience gained on top of achieving membership of, or credentials from, a major professional body, where not included in a category above. For example, attorney, engineer, chartered accountant.	<input type="checkbox"/>

2.5 Is supervisory/managerial experience essential before being considered for the job?

YES/NO

If No, go to Question 2.6

Indicate the type of and length of experience required.

- A. Up to 6 months B. 6 to 12 months C. 1 to 2 years D. 2 to 3 years
E. 3 to 5 years F. 5 to 7 years G. 7 to 10 years H. >10 years

NOTES:

1. Where the job holder is required to have previously worked in several jobs within a category, enter the cumulative time in that category.
2. Only record the managerial experience required that is beyond the experience recorded in the previous question.
3. If the minimum learning time is on the boundary of two options, choose the higher.
4. Exclude any measurement that represents desired / preferred experience; include the minimum experience required to do the job.

Supervisory It is essential that the job holder has experience in the effective organization and coordination of a range of activities undertaken by others. This will involve directing, monitoring and re-directing actions of subordinates or non-subordinates, or a combination of both.	<input type="checkbox"/>
Managerial Job holder would require prior experience of handling a range of managerial tasks (e.g. monthly / yearly plans and objectives, staff control and development, budgetary control, service enhancement, managing projects).	<input type="checkbox"/>
Senior Managerial Typically applies to experience gained at the top two or three levels of management within a post or for an agency/section within a region. Would involve features such as driving complex organizational change, setting and controlling multi-faceted budgets, driving continual service enhancements, etc. (Positions with this requirement are uncommon; fully support this response with narrative.)	<input type="checkbox"/>

E LANGUAGE SKILLS

2.6 What language skills does the job holder require?

Indicate the skill(s) required and the level of skill:

Level 1: Rudimentary knowledge. Rudimentary verbal understanding of a limited vocabulary.

Level 2: Limited knowledge. Limited knowledge of the written and spoken language, and a vocabulary limited to a specific occupation. Job holder will be able to understand and carry out verbal instructions of a repetitive nature, and prepare simple forms or reports.

Level 3: Good working knowledge. Good working knowledge of the written and spoken language. Job holder will be able to read and understand, for example, regulations, instructions and related material concerning the field of work, and to prepare correspondence and standardized reports. Job holder will be able to communicate effectively with staff and members of the public in the language.

Level 4: Fluent. High degree of proficiency in both the written and spoken language, including the ability to translate. On occasion, the job holder may need to act as an interpreter.

Level 5: Professional translator/interpreter. Ability to deal effectively with highly technical and sophisticated terminology in which fine nuances of meaning may at times assume major importance, or capable of simultaneous translation as in the case of conference reporting.

Most widely spoken language in the country Language skills in the native tongue/lingua franca in country.	<input type="checkbox"/>
English (where it is not the most widely spoken) English language skills where English is not widely spoken in the country concerned.	<input type="checkbox"/>
Multiple languages Multiple language skills, where the job holder is required to have skills in at least two languages in addition to the most widely spoken language in the country.	<input type="checkbox"/>

F OTHER SKILLS

2.7 Does the job holder require any of the following skills additional to or instead of qualifications?

YES/NO

If No, go to Question 3.1

Indicate the skill(s) required and the level of skill:

B - Basic **S** – Standard **A** – Advanced

Manual		
Basic	Lifting techniques, hand/eye co-ordination.	<input type="checkbox"/>
Standard	Developed dexterity, e.g. as in many engineering and production jobs where speed and/or accuracy are required.	
Advanced	Highly developed dexterity and sensory skills requiring considerable practice to acquire, e.g. sensitive, fine adjustment of equipment, precise and rapid eye/hand/limb co-ordination. For example, carpenter.	
Keyboard / Data Entry		
Basic	Regular demand for using computer keyboard or similar where speed is not important but accuracy is, e.g. 'two finger' operation will suffice.	<input type="checkbox"/>
Standard	Regular demand for using computer keyboard or similar where a good working speed and accuracy is important.	
Advanced	Constant keyboard operation, where both fast speed and accuracy are important and touch-typing skills will be needed. An understanding of layout rules will also be required where typing is involved.	
Mechanical Operation		
Basic	Operation of non-motorized, simple mechanical lifting aids.	<input type="checkbox"/>
Standard	Operating mobile mechanized equipment competently, often with difficult maneuvering in confined spaces and with wide load variation but without the need for highly developed spatial skill, e.g. fork lift truck, digger.	
Advanced	Operating large mechanized equipment very precisely where highly developed spatial skill is needed, e.g. large jib mobile crane, full mechanical digger operation.	
Numerical		
Basic	Regular demand for doing and understanding basic arithmetic.	<input type="checkbox"/>
Standard	Regular demand for a highly developed facility in manipulating numbers where speed and/or detailed calculations are involved.	
Advanced	Regular demand for doing and understanding statistics and other sophisticated mathematical techniques.	

Driving		
Basic	Requires a valid drivers license for car or motorbike.	<input type="checkbox"/>
Standard	Requires a valid drivers license heavy goods vehicle.	
Advanced	Requires a highly skilled ability in defensive driving techniques.	
Protective or security equipment		
Basic	Safe handling of basic weapons and other protective equipment (including a gun, billy club, nightstick, handcuffs, etc). Job holder will have received training in the weapons they carry.	<input type="checkbox"/>
Standard	Safe handling of a wide range of protective equipment. Job holder will have received training in the weapons they carry. Skilled in dealing with intruders or other criminals.	
Advanced	Highly skilled ability to use protective equipment and techniques in dangerous situations. May include the use of electronic or security screening equipment. Job holder would undertake the most challenging tasks, utilizing their highly developed tactical skills.	
Technician (e.g. working in a laboratory or with IT hardware)		
Basic	Must have the ability to perform a number of rudimentary tasks / procedures using standard equipment or techniques.	<input type="checkbox"/>
Standard	Ability to perform a wide range of differing tasks / procedures using a range of equipment or techniques.	
Advanced	Highly skilled ability to undertake the most complex tasks / procedures using a range of highly specialized equipment or techniques.	
IT software		
Basic	Use of spreadsheets,word processing software or other widely used general software packages, that are specific to the job.	<input type="checkbox"/>
Standard	Use of more specialized software, e.g. desktop publishing, design software, use of very advanced spreadsheet features.	
Advanced	Design and/or development of sophisticated applications, will involve a degree of programming.	

Factor 3 : Intellectual Skills

A INFORMATION ENVIRONMENT

- 3.1 Indicate the level of complexity of the information (e.g. policies, procedures, regulations, guidelines, instructions, manuals, technical designs, etc) which the job holder must absorb and understand in order to do their job.

<p>Level 1</p> <p>Basic information which is understandable by all staff, e.g. straightforward work instruction and guidance.</p>	<input type="text"/>
<p>Level 2</p> <p>General information including terms or concepts specific to the organization, e.g. internal procedures.</p>	<input type="text"/>
<p>Level 3</p> <p>Moderately complex information that experienced staff would deal with, e.g. more detailed internal procedures, general articles relating to a specialized field.</p>	<input type="text"/>
<p>Level 4</p> <p>Complex information. For example, detailed information on policies and procedures for an agency / section at post and/or information for a specialist discipline (legal, medical, agricultural, etc.) that requires considerable training and experience in that field to understand.</p>	<input type="text"/>
<p>Level 5</p> <p>Highly complex information within a specialist discipline (e.g. scientific or medical data, legal documents, construction designs, etc) or for managing significant operations (e.g. strategy and policies of the agency / section regionally).</p>	<input type="text"/>
<p>Level 6</p> <p>Highly complex information for multiple disciplines. Job holder will be required to absorb and understand highly complex information for at least one specialist discipline (e.g. medical) <u>and</u> for managing significant operations (e.g. strategy and policies of the post or agency / section worldwide).</p>	<input type="text"/>

B ROLE COMPLEXITY

3.2 Indicate the level of complexity of the job:

Indicate level 1 – 5 for each option.

<p>Role Framework</p> <ol style="list-style-type: none"> 1. Few, well defined tasks. Little interpretation required in how to tackle tasks provided. 2. Considerable range of differing tasks. Work framework is well defined, with set procedures. In some circumstances, there will be scope to adapt and modify to cope with daily circumstances. 3. Within an established framework, the job holder will have considerable scope in how they undertake the work. The area of work will be relatively straightforward rather than complex. 4. Within an established framework, there will be considerable scope in how to tackle the role through structuring assigned work and resources controlled. The area of work is intrinsically complex, and in-depth analysis of the options will be a feature. 5. Role is described as a series of mid- to long-term objectives. Within a loose framework, the job holder will be responsible for meeting these objectives through structuring his/her work and the resources he/she controls. Often breaking new ground, this role will be highly complex, requiring a highly developed analytical ability and judgement. 	<input type="text"/>
<p>Problems solved</p> <ol style="list-style-type: none"> 1. A limited number of straightforward problems, where the solution is clear. 2. Encounters a wide range of common problems. In all but a few cases, the solution is well known. Only a small degree of analysis of the options is needed. 3. Problems tackled are complex yet clearly defined. There is a considerable (but finite) number of causes which need to be narrowed down through logical deduction to reach a solution. 4. Problems encountered vary considerably, are complex and require the evaluation of new or conflicting factors. Considerable analysis and judgement are needed to reach a rational solution. 5. Problems encountered are often unique, highly complex or conceptual. Covering a wide range of potentially conflicting issues, the job holder must apply the highest analytical skill and judgement to determine the best solution from the range of possible alternatives. 	<input type="text"/>
<p>Work Pattern</p> <ol style="list-style-type: none"> 1. Repetitive pattern of work with few interruptions. 2. A regular pattern of work with many interruptions. 3. A series of non repeating tasks or projects OR role entirely driven by external events. 4. Many different overlapping tasks / projects characterized by shifting or changing priorities. 5. Many different overlapping tasks / projects with heavy disruption due to changes in priorities, external events and other interruptions. 	<input type="text"/>

C PLANNING

- 3.3 Indicate what planning is required. Consider how far in advance the job holder must actively plan their own activities and/or the activities of subordinates. Active planning involves anticipating future events/requirements, deciding what needs to be done, the people and other resources required, and the timing of the activities. Exclude situations where the position is only required to input to planning activity – e.g. participating in, or making contributions to, an annual plan would not be measured here.

Work Horizon	
0. Not required to actively plan.	
1. Required to actively plan at least a <u>day</u> ahead.	
2. Required to actively plan at least a <u>week</u> ahead.	
3. Required to actively plan at least a <u>month</u> ahead.	
4. Required to actively plan at least three months ahead (i.e. quarterly).	
5. Required to actively plan at least <u>six months</u> ahead.	
6. Required to actively plan at least a <u>year</u> ahead.	
7. Required to actively plan at least <u>three years</u> ahead.	

D INNOVATION

- 3.4 Indicate the level of innovation that is required of the position. Consider the opportunity and/or requirement to develop new approaches, new procedures or ways of delivering a service; to adapt existing procedures or methods to meet new work demands; to design new plans for facilities, equipment, or systems; to design and/or draft publications, media or other informational material; to develop materials for training or orientation; etc.

None There is no requirement or scope for the job holder to be innovative.	<input type="text"/>
Limited opportunity Role is based within a framework of well-established routines and procedures. Occasionally the opportunity will arise for the job holder to improve / adapt existing practices. The job holder is expected to utilize such opportunities to improve ways of working.	<input type="text"/>
Adaptive Position is characterized by a well-established framework, though the job holder is expected to play an active role in improving day-to-day procedures and how the work is to be tackled. Would also apply to positions that have some scope to determine the appearance of a pre-defined message. Example: Modifying or “fine tuning” a general procedure or method to the local environment; developing new forms, guidelines and procedures in response to new legislation, host country or US Law, Executive Order or similar.	<input type="text"/>
Ongoing opportunity Required to develop new ideas and approaches that impact on existing policies, procedures and methods. This will be a continual process, where the job holder needs to keep asking him /herself ‘how can I improve this?’. Creative roles with a strong design input would be counted here.	<input type="text"/>
High demand New ideas are developed by the job holder that will result in radical changes to the existing strategies, policies and procedures of the post or of the agency/section in a region. Such roles will involve research, analysis and reasoned arguments. The requirement to design large projects in the job holder’s specialized field (e.g. engineering) should also be counted here.	<input type="text"/>
Very high demand Will develop completely new strategies, policies and procedures of the post or of the agency/section in a region. Will involve fundamental research and thinking to the broadest possible degree. The requirement to design major multi-faceted projects in the job holder’s specialized field will also be counted here.	<input type="text"/>

Factor 4 - Communication

A CONTACTS

4.1 Please indicate the level and nature of contacts:

B – Basic - Routine contact involving transfer of factual information. A degree of explanation may be required. Would also cover receiving instructions / advice.

S – Standard - Contact would involve such things as the provision of detailed explanation and advice, motivation, persuasion.

C – Complex - Nature of contact will be highly demanding, e.g. the transfer of highly complex ideas and concepts, negotiation, etc.

Exclude infrequent contacts.

Internal	Low All levels of staff at or below supervisory, junior technical / specialists	<input style="width: 50px; height: 20px;" type="text"/>
	Mid Middle management, senior specialists	<input style="width: 50px; height: 20px;" type="text"/>
	High Senior management	<input style="width: 50px; height: 20px;" type="text"/>
External	Low Suppliers, members of the public, junior staff in client/counterpart organizations (e.g. non-managerial, working level)	<input style="width: 50px; height: 20px;" type="text"/>
	Mid Mid ranking government officials, middle management in client/counterpart organizations, legal profession, media, consultants	<input style="width: 50px; height: 20px;" type="text"/>
	High High level Government officials, senior management in client/counterpart organizations	<input style="width: 50px; height: 20px;" type="text"/>

B ORAL

4.2 Indicate the type(s) of oral communication skills required and the level of ability that is essential to do the job.

–B - Basic

Due to the occasional nature of the communication there is a need to demonstrate only a basic competence in the task.

D – Developed

This form of communication is required on a regular basis and, as such, a developed competence in this area is required.

H - Highly Developed

Due to the high frequency with which it occurs, OR the critical nature of the communication, a highly developed competence in this area is essential.

<p>Routine transmission of information</p> <p>This is a relatively mechanistic contact with the customer where the job holder has to be courteous and gives or obtains information. Can involve product/ service information. May involve simple explanations or, if somewhat complex, is well within the understanding of the recipient(s) because of their level of knowledge.</p>	<input type="text"/>
<p>Tact and Diplomacy</p> <p>Deals with sensitive matters which, if not handled well, can become "issues" and/or cause damage to the organization's interests. This demands that the job holder be perceptive to other's concerns and moods and anticipate how they might/will feel about anything that is said. Job holder must be able to explain clearly and/or persuade effectively in a way that will neither offend nor antagonize and will keep open the channels of communication.</p>	<input type="text"/>
<p>Complex Explanations</p> <p>Must explain complex/detailed matters clearly so that the listener can readily and fully understand them. If the listener has limited knowledge of the subject matter, a further demand is made on the job holder to tailor the communication accordingly without lessening comprehension.</p>	<input type="text"/>
<p>Formal Training / Teaching</p> <p>Must take place in formal classroom environment to a group of people to impart skills and/or knowledge. This is two-way communication, i.e. includes feedback.</p>	<input type="text"/>
<p>Influencing / Persuading</p> <p>Influencing skills are demanded where a job holder has to persuade others to take the required courses of action without having the authority to compel them. There will be no inbuilt rigidity/resistance from the 'listeners' and/or the job holder is in an inherently stronger position (e.g. as a buyer), but the job holder needs to convince rather than coerce the 'listener' in order to preserve a sound working relationship.</p>	<input type="text"/>
<p>Formal Presentations / Public Speaking</p> <p>To gain and hold the attention of and impart knowledge to a group of people through use of overhead slides, etc. Usually one-way communication to a time deadline.</p>	<input type="text"/>

Oral Communication continued:

<p>Care and Compassion</p> <p>Directly involved in the handling of persons or staff in sensitive situations and/or the handling of distressed individuals. For example, victims, patients, refugees, bereaved, etc.</p>	<input type="text"/>
<p>Formal Counseling</p> <p>Formal counseling skills, not necessarily acquired through qualification, are required to handle one-to-one and/or group counseling sessions. This could include structured / formalized counseling members of staff, clients of a clinic or a health unit, assault victims, the bereaved, etc. This is quite a specialist skill, for example, this option would not include advice to businesses on the local market.</p>	<input type="text"/>
<p>Formal Negotiating</p> <p>Must achieve a desired end result through bargaining with others who will often have opposing views and different objectives. Reasoned argument, compromise and the establishment of rapport will be necessary to reach a satisfactory outcome. Examples: property purchase or lease rental negotiations; bi-lateral political or economic agreement negotiation; formal negotiation of contractual services or prices where the job holder has negotiation authority.</p>	<input type="text"/>
<p>Interviewing</p> <p>Requires specialized interviewing skills and the successful interview is measured in terms of information gathered, establishing a relationship with the interviewee and the application of questioning skills.</p>	<input type="text"/>
<p>Conflict Resolution</p> <p>Deals with irate clients / counterparts / staff. This will include the ability to calm tempers, appraise the situation rationally and produce a reasoned resolution without compromising the organization's position.</p>	<input type="text"/>
<p>Leadership</p> <p>Interaction with others must be such that the job holder obtains and MAINTAINS strong and willing cooperation of and commitment from staff in order to achieve objectives and get the job done well, quickly and efficiently without recourse to close supervision or coercion.</p>	<input type="text"/>

C WRITTEN

4.3 Is the job holder required to communicate in writing with others?

YES/NO

If No, go to Question 5.1

Indicate the complexity of the written communication and the level of ability required to do the job.

–B - Basic

Due to the occasional nature of the communication, there is a need to demonstrate only a basic competence in the task.

D - Developed

This form of communication is required on a regular basis and, as such, a developed competence in this area is required.

H - Highly Developed

Due to the high frequency with which it occurs, OR the critical nature of the communication, a highly developed competence in this area is essential.

Basic Requires a few words to be entered into a document. For example, pre-formatted letters, requisitions, brief memos.	<input type="text"/>
Routine Documentation of a reasonably standard nature. May require variation in wording or anything up to several paragraphs of text. For example, straightforward letters, memos, or minutes, minor alterations to manuals / procedures, short factual reports.	<input type="text"/>
Complex Documentation will be of a non-standard nature and require some original thought. The need to convey the correct meaning will be paramount and communication will not be straightforward. There will probably be similar communications available for reference. Examples – One-time, detailed letters in potentially contentious areas, new manuals / procedures, detailed reports, general legal documentation.	<input type="text"/>
Highly Complex One-time documents of a non-standard nature. Will contain highly technical, conceptual or other complex details where clarity of communication is very important. It is likely that the document will span very many pages and will be logically structured. Examples – Detailed policy documents, major ad hoc reports on highly technical / sensitive issues, lengthy original legal documents.	<input type="text"/>

Factor 5 – Working Environment

A WORKING CONDITIONS

5.1 Indicate the nature of the position's normal working environment:

O – Occasional. Would be exposed to this type of environment on an infrequent though recurring basis (e.g. monthly).

R – Regularly. Not the main place of work, but would be exposed to it on a daily basis or for longer periods of time on a slightly less frequent basis.

M – Main place of work. (select only one option to be 'Main').

Good Acceptable working environment without extremes of heat, cold, noise, odor or noxious substances. Minimal exposure to hazards, e.g. office environment or similar.	<input type="checkbox"/>
Moderate Working environment will be subject to some exposure to heat, cold, noise, odor or noxious substances. Some exposure to hazards may also be present. For example, working outdoors, working in certain laboratories, medical facilities, IT frame rooms, etc.	<input type="checkbox"/>
Poor Environment involves working in extremes of heat, cold, noise, odor or noxious substances on an almost constant basis. Alternatively, a high exposure to potential hazards will exist. For example, significant risk of contracting a disease during field research, dealing with armed criminals.	<input type="checkbox"/>

B HAZARDS

5.2 Is the job holder exposed to potential hazards?

YES/NO

If No, go to Question 5.3

Consider job-related hazards, **not** the hazards of the duty station, country or region.

Indicate the level of hazard and frequency of exposure:

- O - Occasional.** Job holder would be exposed to this type of potential hazard on an infrequent, though recurring, basis (e.g. monthly or at least 5% of their time).
- R - Regularly.** Job holder would be exposed to this hazard on a regular basis (e.g. weekly or 10% – 25 % of their time).
- F - Frequently.** Job holder would be exposed to this hazard as a normal part of their duties (e.g. would tend to be on a daily basis or more than 25% of their time).

<p>Minor</p> <p>Hazard may result in some injury to the job holder. For example, using standard equipment that may cause cuts, minor burns, muscle strain, etc that will require treatment.</p> <p>Include normal driving conditions in this option. For medical research positions, include conditions at Biohazard Level 1.</p>	<input type="text"/>
<p>Moderate</p> <p>Hazard may result in significant injury. For example, working at heights, exposure to violence (but not life threatening), moving machine parts, mentally unstable patients or clients, low voltage, noxious chemicals, harmful bacteria or viruses, medical specimens or blood products, etc.</p> <p>Include hazardous driving conditions (unpaved roads, constant traffic) here. For medical research positions, include conditions at Biohazard Level 2.</p>	<input type="text"/>
<p>Severe</p> <p>Hazard may result in injuries which are life threatening, e.g. working with highly toxic chemicals, lethal bacteria or viruses or high voltage electrical contacts, exposure to attack by people with weapons, etc.</p> <p>Include extremely hazardous driving conditions here such as roads subject to landmines, hostile forces, frequent gunfire, or similar. For medical research positions, include conditions at Biohazard 3 or 4.</p>	<input type="text"/>

C PHYSICAL OR PSYCHOLOGICAL DEMANDS

5.3 Is the job holder required to do work that is physically or psychologically demanding? **YES/NO**
If No, go to Question 5.4

Indicate the level and frequency of physical or psychological demand:

- O - Occasional.** Job holder would undertake this type of physical demand on an infrequent, though recurring, basis (e.g. monthly or at least 5% of their time).
- R - Regularly.** Job holder would undertake this type of physical demand on a regular basis (e.g. weekly or 10 – 25 % of their time).
- F - Frequently.** Job holder would undertake this type of physical demand as a normal part of their duties (e.g. would tend to be on a daily basis or more than 25% of their time).

Minor Activities demanding a limited degree of physically tiring activity, e.g. prolonged periods of standing/walking. OR a limited degree of psychologically demanding activity such as repetitive or tedious work, with little opportunity for work breaks.	<input type="text"/>
Moderate Physically demanding activities, e.g. climbing, working in cramped spaces, lifting of moderately heavy weights, moving patients. OR psychologically demanding activities such as a high production or high client servicing environment which contributes to constant job stress, or dealing with emotional or angry individuals or clients as a regular part of position's duties.	<input type="text"/>
Severe Extremely physically demanding activities, e.g. pushing/pulling/lifting very heavy loads. OR extremely psychologically demanding activities that may result in stress related "burnout" that can be attributed to the nature of work (e.g. working with the terminally ill, criminals, victims, or similar).	<input type="text"/>

D UNUSUAL WORK PATTERN DEMANDS

5.4 Is the position's work pattern subject to disruption?

YES/NO

Indicate the degree of disruption experienced. Select one option only.

Minor Infrequent requirement to do any of the following: work unplanned overtime or weekends, travel / work away from the duty station, make early starts / late finishes. Alternatively, there may be some vacation restrictions (e.g. year end).	<input type="checkbox"/>
Moderate Regular requirement to do any of the following: work unplanned overtime or weekends, travel / work away from the duty station, make early starts / late finishes, work shift patterns, can be called back to the workplace out of hours. For example, travel / work away from the duty station up to two months of the year in a number of trips.	<input type="checkbox"/>
Severe Working long hours or weekends on a frequent basis. Includes those who spend long periods of time away from the duty station or large amounts of time travelling outside of normal hours. Typically they will travel/work away from the duty station more than 25% of their time. Those working highly demanding shift patterns could also be included here.	<input type="checkbox"/>

End of Questionnaire